

00112740-051490

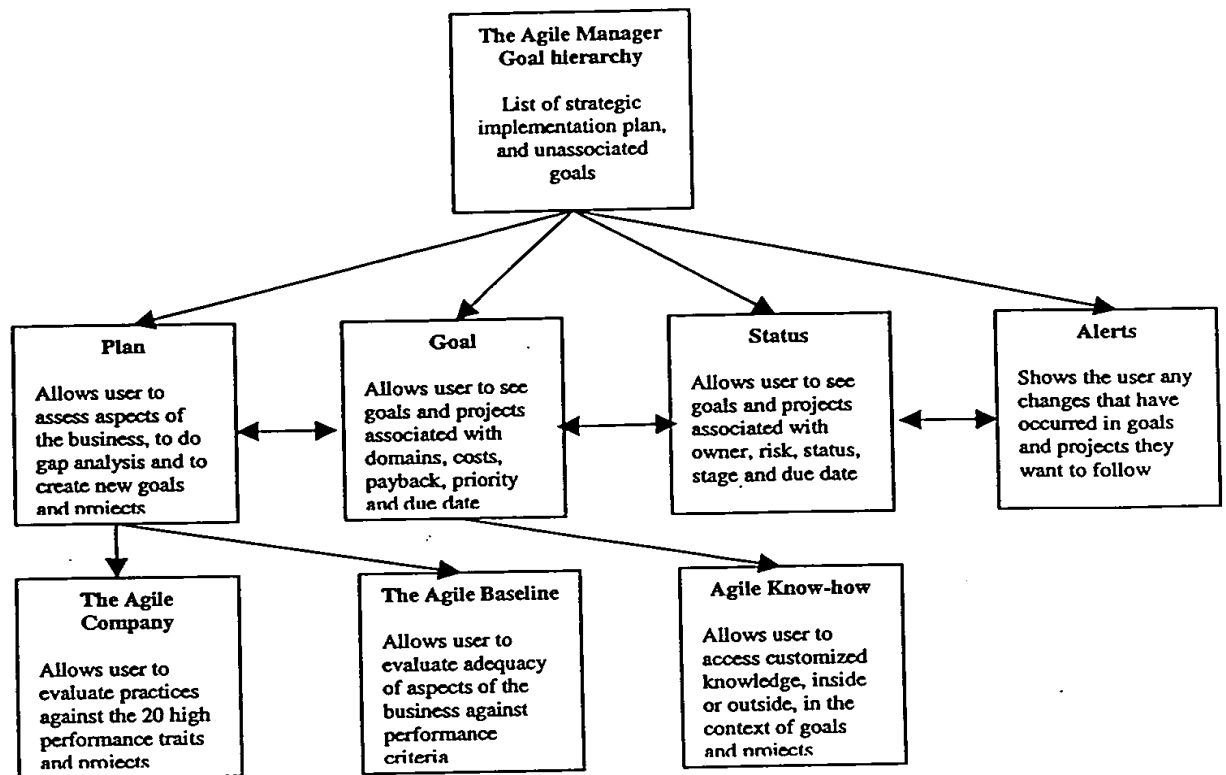


FIG. 1

09312740-051499

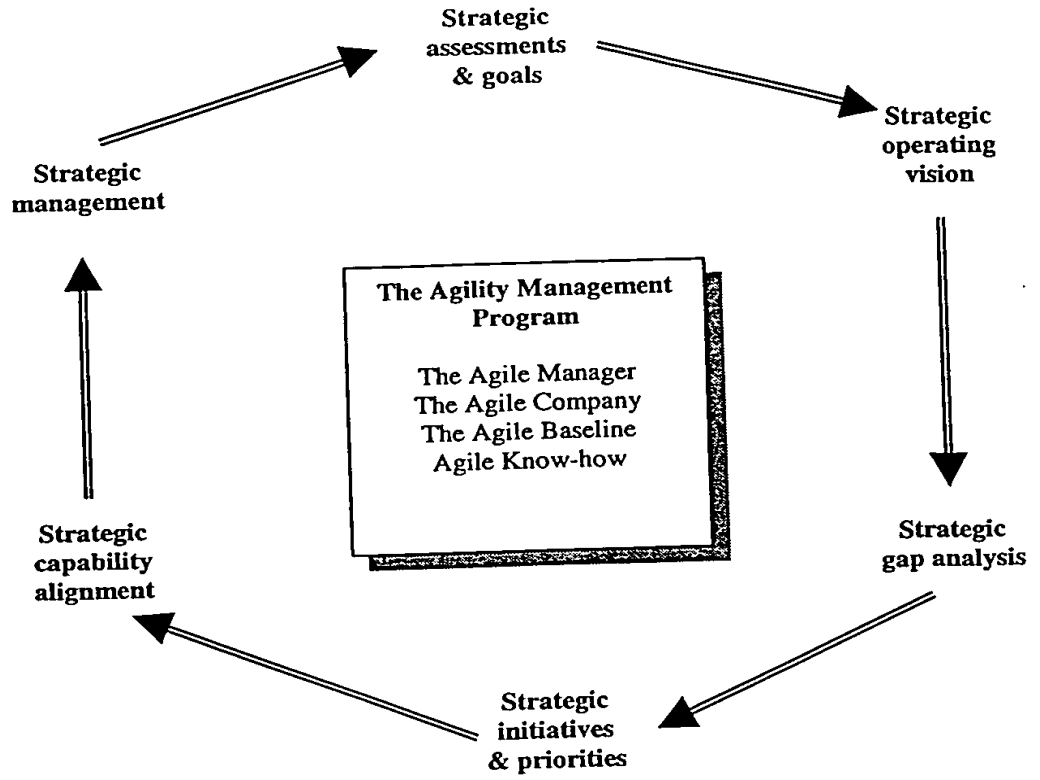


FIG. 2

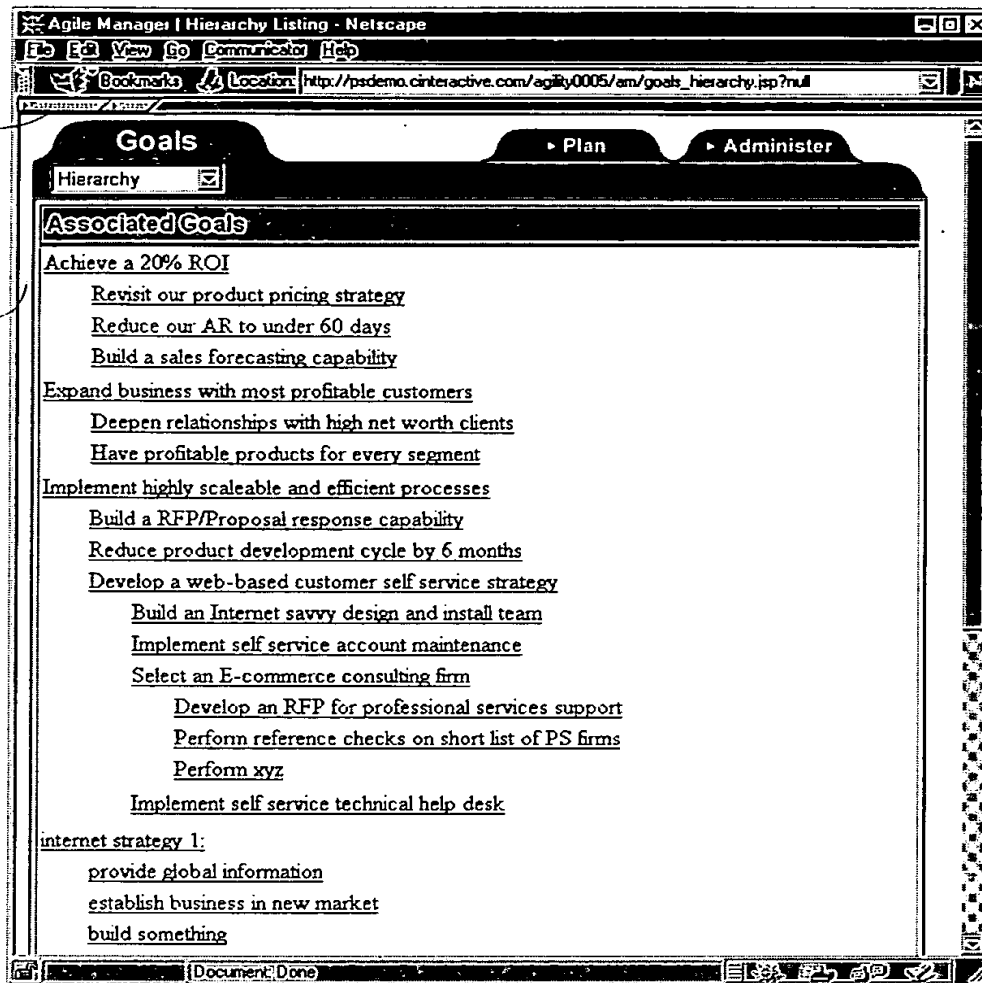


FIG. 3

00342740-051490

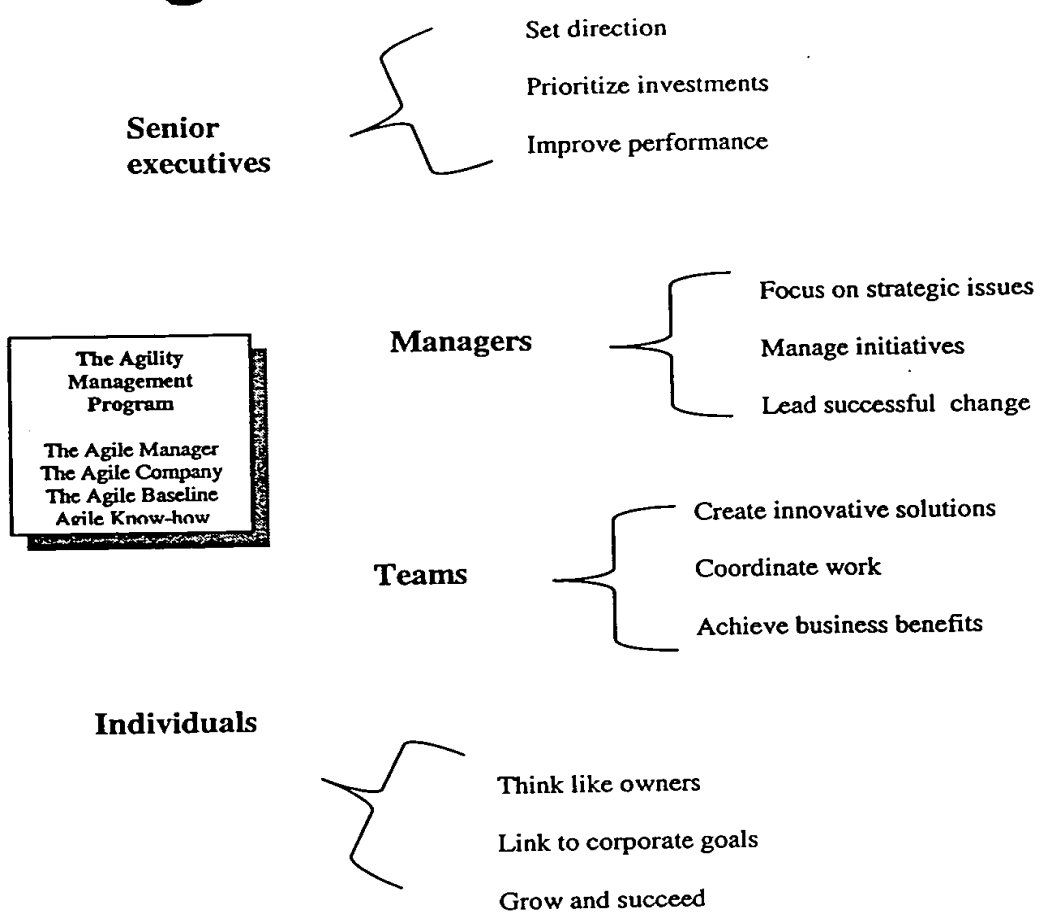


FIG. 4

Research based *Diagnos*tics reduce organizational barriers

Enterprise

- “Hard-wired” to customer needs/behaviors
- Infectious, improvement-driven leadership
- Visionary leadership with crystal clear communication
- Employees act like/treated like owners
- Action focused innovation/risk taking rewarded
- Value based decision making at lowest level
- Adaptive culture, revolutionary when necessary
- Driven to excel; “good enough never is”
- Relentless commitment to lower cost and higher quality
- Boundaryless, but well managed structures
- Time/resources focus on high value initiatives
- Systematic, opportunistic strategies that adapt
- Concentrate where the business leverage is
- Exacting execution with reliable results
- Information/knowledge accessible as needed

Management Team

- Focusing on the highest gain strategic initiatives:
 - creating a portfolio of high leverage initiatives
 - reprioritizing the portfolio as things change
 - reviewing new/old initiatives for ROI impact
- Reducing organizational barriers to success:
 - determining factors critical for success
 - identifying key risks to be managed proactively
 - making adjustments to eliminate key barriers
- Applying management talent on the right things:
 - reinforcing strategic goals using structured communication
 - getting substance from management meetings
 - focusing management attention on the high leverage items
- Equipping leaders to succeed:
 - learning to think like owners
 - getting the most from interdisciplinary teams
 - managing project risk to value

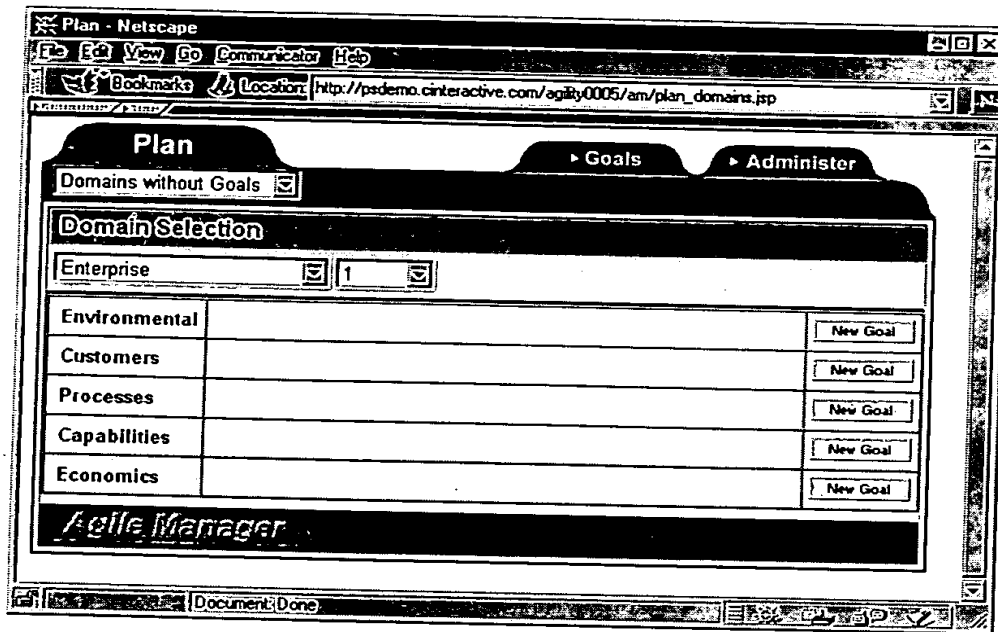


FIG. 6

00312740-051409

09342740-051409

Edit New Goal - Netscape

File Edit View Go Communicator Help

Bookmarks Location [http://0005/am/act_new_project.jsp?parent=PSCD8565336755E10D72391DBEA017F50](#)

Add a Contributing Goal

New Goal

Goal Name

Goal Objective

Domain:

Status:

Priority:

Risk:

Stage:

Due Date:

Investment:

Return:

Agile Manager

Document Done

FIG. 7

664150-04/21E60

Plan

► Goals

► Administer

Domains without Goals ☒

Domain Selection

Enterprise ☒ Depth ☒

Environmental		New Goal
Market Trends		New Goal
Competitors		New Goal
Technical Innovation		New Goal
Regulatory		New Goal
Customers		New Goal
Relationships		New Goal
Products		New Goal
Services		New Goal
Processes		New Goal
Core Processes		New Goal
Business Acquisition		New Goal
Business Development		New Goal
Product Development		New Goal

FIG. 8

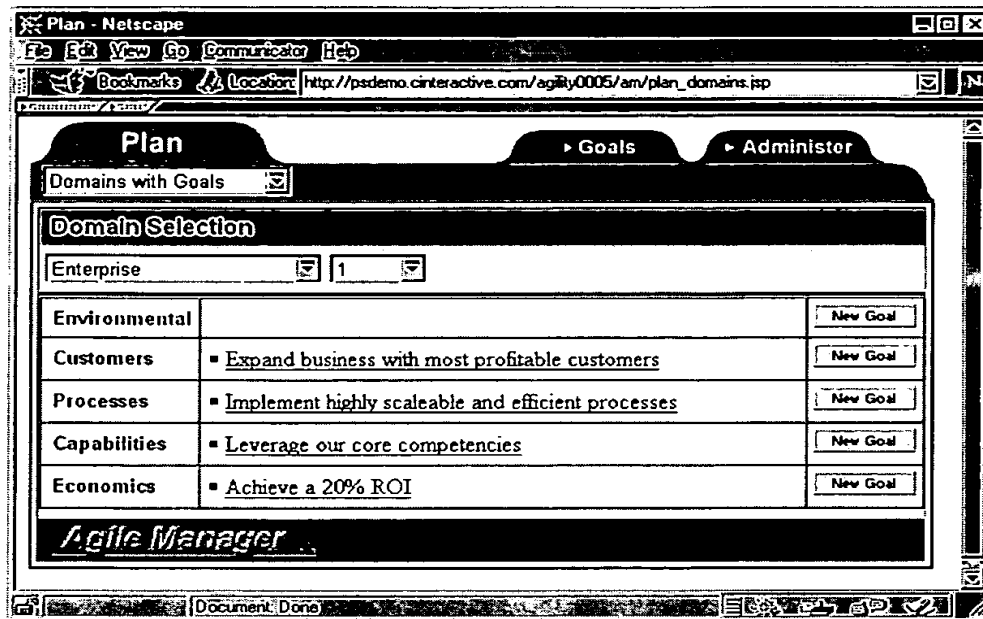


FIG. 9

Values

Business development assessment

current situation vs. desired state

1 points ☒ 7 6

Value	Number	Label
5	3	business people vs. just sales people
6.5	2.5	sell solutions not just products
7	4	customer vs. internally focused
6	3.5	business makers vs. order takers
5	4	profitability vs. sales focused
6	4.5	deal well at senior vs. just technical level
5.5	4	world class vs. unacceptable service
7	3	build value based client relationships
0	0	

Open File
84
Print
3
OK
Cancel
Exit Close

FIG. 10

09212740-054499

Business development assessment

current situation vs. desired state

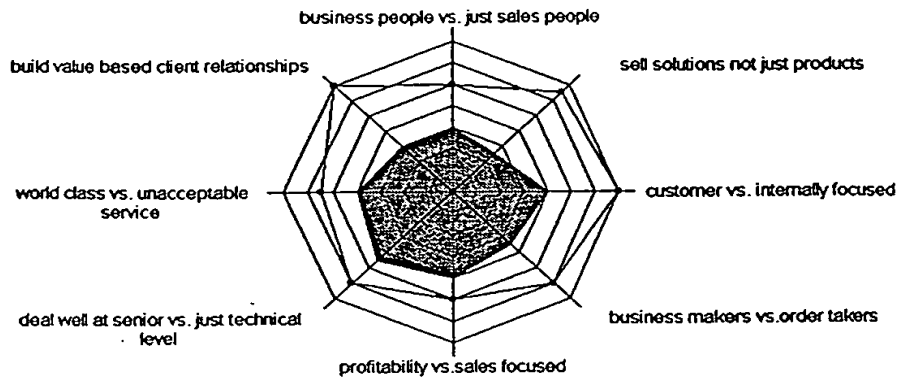


FIG. 11

Agile Manager / Act / Gap Analysis - Netscape

File Edit View Go Communicator Help

Bookmarks Location /act_gaps.jsp?domain=&depth=depth&proj=PSCD8565336755E10D72391D8EA017F

Act > Goals > Plan > Administer

Gap Analysis

Expand business with most profitable customers

Cross sell and up sell our products to our existing client base from a position of strength.

Enterprise Depth

Domain	Contributing Goal	Actual/Desired	Gap	
Environmental				Add
Market Trends				Add
Competitors				Add
Technical Innovation				Add
Regulatory				Add
Customers				Add
Relationships	Deepen relationships with high net worth clients	10 / 10	0	Add
Products	Have profitable products for every segment	6 / 10	4	Add
Services				Add
Processes				Add
Core Processes				Add
Business Acquisition				Add
Business Development				Add
Product Development				Add

Document Done

FIG. 12

664450:04/2/99

Expand business with most profitable customers | Summary - Netscape

File Edit View Go Communicator Help

Bookmarks Location: /agility0005/am/act_summary.jsp?proj=PS CD8565336755E10072391DBEA017F30

Act > Goals > Plan > Administer

Summary

Expand business with most profitable customers [Delete] [Edit]

Parent Goal: [Select Parent]

Owner: Doug Beaven [Delegate]

Objective
Cross sell and up sell our products to our existing client base from a position of strength.

Domain: Customers
Status: Not started
Due Date: 09/01/99
Actual Goal:
Desired Goal:
Gap:
Priority: 5
Risk: 3
Stage: Analysis/Assessment
Investment: \$125,000.00
Payback: \$16,750,000.00

History
(04/14/99) SubProject - Added subproject: Identify clients with the greatest \$ opportunity.
(04/14/99) SubProject - Added subproject: Have profitable products for every segment.
(04/13/99) Date - Target date changed to 09/01/99.
(04/13/99) Create - Project created.

Agile Manager [Edit]

Document Done

FIG. 13

0912740-054460

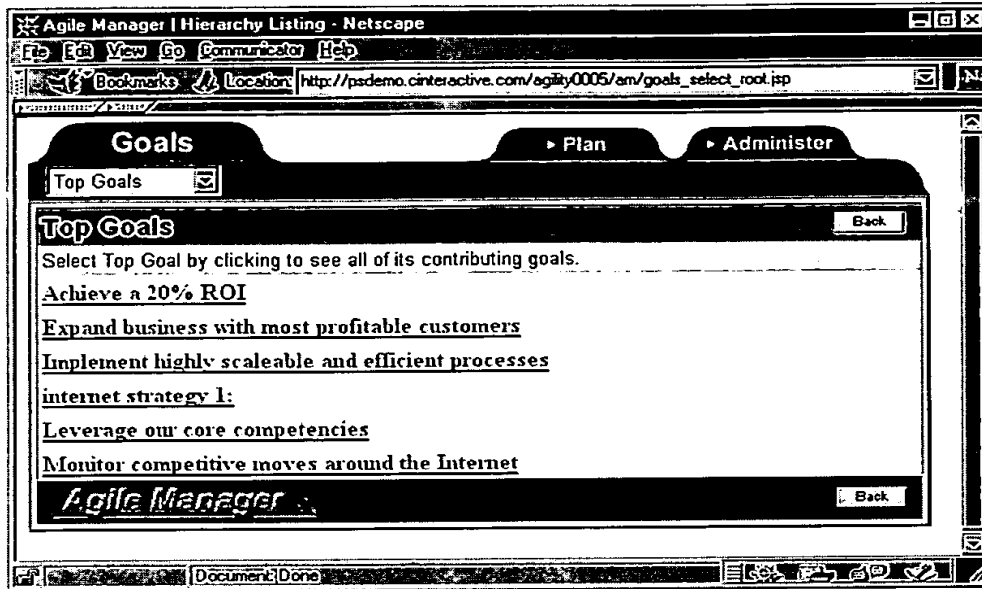


FIG. 14

004150-0422E60

Goals ▶ Plan ▶ Administer

[Select] ☒

View Contributing Goals *Show Columns for:* ☒ Priority ☒

<u>Expand business with most profitable customers</u>	<u>Cost</u>	<u>Payback</u>	<u>Priority</u>	<u>Due</u>
<u>Deepen relationships with high net worth clients</u>	750,000	5,000,000	5	5w
<u>Have profitable products for every segment</u>	75,000	250,000	5	33w
<i>Top Goal Totals</i>	\$825,000.00	\$5,250,000.00		

FIG. 15

Agile Manager | Hierarchy Listing - Netscape

File Edit View Go Communicator Help

Bookmarks Location http://psdemo.cinteractive.com/agility0005/am/goals_sorted.jsp

Goals

Plan Administer

[Select]

View All Goals

Show Columns for Domain

	Cost	Payback	Priority	Due
Environmental				
<u>New Goal</u>	-	-	5	-
Competitors				
<u>Find new company or spin off threats</u>	5,000	50,000	5	10w
<u>Monitor competitive moves around the Internet</u>	5,000	50,000	3	8w
Technical Innovation				
<u>new internet strategy</u>	-	-	5	-
Customers				
<u>Expand business with most profitable customers</u>	125,000	16,750,000	5	17w
<u>Increase visibility</u>	-	-	5	-
Relationships				
<u>Ask clients about our perceived competencies</u>	10,000	500,000	5	1w
<u>Deepen relationships with high net worth clients</u>	750,000	5,000,000	5	6w
<u>Understand recent competitive wins</u>	1,000	10,000	5	4w
Products				
<u>Have profitable products for every segment</u>	75,000	250,000	5	34w
<u>Resell our back office processing capabilities</u>	50,000	250,000	3	21w
<u>Revisit our product pricing strategy</u>	20,000	1,500,000	5	6w
Services				
<u>Develop a web-based customer self service strategy</u>	450,000	2,800,000	4	21w

Document Done

FIG. 16

664450" 04227E60

Agile Manager | Hierarchy Listing - Netscape

File Edit View Go Communicator Help

Bookmarks Location http://psdemo.cinteractive.com/agility0005/am/goals_sorted.jsp

Goals

Plan Administer

[Select]

View All Goals

Show Columns for Priority

	Cost	Payback	Priority	Due
<u>Build an Internet savvy design and install team</u>	1,000,000	5,000,000	4	-5w
<u>increase auto adjudication rates</u>	1,000,000	1,250,000	5	86w
<u>Deepen relationships with high net worth clients</u>	750,000	5,000,000	5	6w
<u>Increase our technology R&D capability</u>	555,555	2,000,000	5	34w
<u>Develop a web-based customer self service strategy</u>	450,000	2,800,000	4	21w
<u>Implement highly scaleable and efficient processes</u>	450,000	1,250,000	5	30w
<u>Select an E-commerce consulting firm</u>	300,000	1,000,000	4	4w
<u>Achieve a 20% ROI</u>	250,000	1,250,000	5	34w
<u>Develop an RFP for professional services support</u>	250,000	1,000,000	5	-3w
<u>Recruit and hire world class industry talent</u>	250,000	1,000,000	5	34w
<u>Reduce product development cycle by 6 months</u>	250,000	500,000	4	17w
<u>Implement GSTP by yearend</u>	150,000	10,000,000	5	34w
<u>Expand business with most profitable customers</u>	125,000	16,750,000	5	17w
<u>Implement self service technical help desk</u>	85,000	100,000	4	6w
<u>Build a RFP/Proposal response capability</u>	75,000	100,000	4	8w
<u>Have profitable products for every segment</u>	75,000	250,000	5	34w
<u>Implement self service account maintenance</u>	65,000	2,000,000	4	1w
<u>Resell our back office processing capabilities</u>	50,000	250,000	3	21w
<u>Build a sales forecasting capability</u>	35,000	100,000	4	12w
<u>Revisit our product pricing strategy</u>	20,000	1,500,000	5	6w

Document Done

FIG. 17

0042740 "0427E60

Agile Manager | Hierarchy Listing - Netscape

File Edit View Go Communicator Help

Bookmarks Location http://psdemo.cinteractive.com/agility0005/am/goals_sorted.jsp

Goals

[Select]

Plan Administrator

View All Goals Show Columns for Status

	Risk	Owner	Stage	Status	Due
○ Ask clients about our perceived competencies	5	Doug Beaven	Requirements Gathering	not started	1w
○ Develop a web-based customer self service strategy	5	Joe Smith	Requirements Gathering	on track	21w
○ Find new company or spin off threats	5	Doug Beaven	Implement	not started	10w
○ Implement GSTP by yearend	5	Doug Beaven	Analysis/Assessment	on track	34w
○ Implement self service technical help desk	5	Mike Jones	Business Case Development	on track	6w
○ Increase our technology R&D capability	5	Joe Smith	Prototype	not started	34w
○ Increase visibility	5	chris curran	-	not started	-
○ New Goal	5	Doug Beaven	-	not started	-
○ Perform xyz	5	Doug Beaven	-	not started	-
○ Recruit and hire world class industry talent	5	Doug Beaven	Roll-out	on track	34w
○ Reduce our AR to under 60 days	5	Doug Beaven	Implement	off track	8w
○ Understand recent competitive wins	5	Mike Jones	Analysis/Assessment	on track	4w
○ increase auto adjudication rates	5	Doug Beaven	Build	on track	86w
○ internet strategy 1:	5	Doug Beaven	-	not started	-

(Document) Done

FIG. 18

094240-051460

Agile Manager | Hierarchy Listing - Netscape

File Edit View Go Communicator Help

Bookmarks Location http://psdemo.cinteractive.com/agility0005/am/goals_sorted.jsp

Goals

[Select]

Plan Administer

View All Goals

Show Columns for: Priority

	Cost	Payback	Priority	Due
<u>Build an Internet savvy design and install team</u>	1,000,000	5,000,000	4	-5w
<u>increase auto adjudication rates</u>	1,000,000	1,250,000	5	86w
<u>Deepen relationships with high net worth clients</u>	750,000	5,000,000	5	6w
<u>Increase our technology R&D capability</u>	555,555	2,000,000	5	34w
<u>Develop a web-based customer self service strategy</u>	450,000	2,800,000	4	21w
<u>Implement highly scaleable and efficient processes</u>	450,000	1,250,000	5	30w
<u>Select an E-commerce consulting firm</u>	300,000	1,000,000	4	4w
<u>Achieve a 20% ROI</u>	250,000	1,250,000	5	34w
<u>Develop an RFP for professional services support</u>	250,000	1,000,000	5	-3w
<u>Recruit and hire world class industry talent</u>	250,000	1,000,000	5	34w
<u>Reduce product development cycle by 6 months</u>	250,000	500,000	4	17w
<u>Implement GSTP by yearend</u>	150,000	10,000,000	5	34w
<u>Expand business with most profitable customers</u>	125,000	16,750,000	5	17w
<u>Implement self service technical help desk</u>	85,000	100,000	4	6w
<u>Build a RFP/Proposal response capability</u>	75,000	100,000	4	8w
<u>Have profitable products for every segment</u>	75,000	250,000	5	34w
<u>Implement self service account maintenance</u>	65,000	2,000,000	4	1w
<u>Resell our back office processing capabilities</u>	50,000	250,000	3	21w
<u>Build a sales forecasting capability</u>	35,000	100,000	4	12w
<u>Revisit our product pricing strategy</u>	20,000	1,500,000	5	6w

Document Done

FIG. 19

Agile Manager | Hierarchy Listing - Netscape

Bookmarks Location: http://psdemo.cinteractive.com/agility0005/am/goals_sorted.jsp

Goals

Select |

Plan Administer

View All Goals

Show Columns for: Priority

	Cost	Payback	Priority	Due
<u>Expand business with most profitable customers</u>	125,000	16,750,000	5	17w
<u>Implement GSTP by yearend</u>	150,000	10,000,000	5	34w
<u>Build an Internet savvy design and install team</u>	1,000,000	5,000,000	4	-5w
<u>Deepen relationships with high net worth clients</u>	750,000	5,000,000	5	6w
<u>Develop a web-based customer self service strategy</u>	450,000	2,800,000	4	21w
<u>Reduce Breakeven on New Business</u>	10,000	2,500,000	4	8w
<u>Implement self service account maintenance</u>	65,000	2,000,000	4	1w
<u>Increase our technology R&D capability</u>	555,555	2,000,000	5	34w
<u>Revisit our product pricing strategy</u>	20,000	1,500,000	5	6w
<u>Achieve a 20% ROI</u>	250,000	1,250,000	5	34w
<u>Implement highly scaleable and efficient processes</u>	450,000	1,250,000	5	30w
<u>increase auto adjudication rates</u>	1,000,000	1,250,000	5	86w
<u>Develop an RFP for professional services support</u>	250,000	1,000,000	5	-3w
<u>Recruit and hire world class industry talent</u>	250,000	1,000,000	5	34w
<u>Select an E-commerce consulting firm</u>	300,000	1,000,000	4	4w
<u>Ask clients about our perceived competencies</u>	10,000	500,000	5	1w
<u>Reduce product development cycle by 6 months</u>	250,000	500,000	4	17w
<u>Have profitable products for every segment</u>	75,000	250,000	5	34w
<u>Resell our back office processing capabilities</u>	50,000	250,000	3	21w
<u>Reduce our AR to under 60 days</u>	5,000	150,000	5	8w

Document Done

FIG. 20

664750-0422E60

Goals

► Plan

► Administer

[Selected] ☒

View All Goals

Show Columns for: Status ☒

	Risk	Owner	Stage	Status	Due
○ <u>Have profitable products for every segment</u>	4	<u>Mike Jones</u>	Requirements Gathering	needs attention	33w
○ <u>Monitor competitive moves around the Internet</u>	3	<u>Doug Beaven</u>	Analysis/Assessment	needs attention	7w
○ <u>Reduce Breakeven on New Business</u>	4	<u>Doug Beaven</u>	Implement	needs attention	7w
● <u>Develop an RFP for professional services support</u>	4	<u>Joe Smith</u>	Retrospective Review	completed	-4w
● <u>Perform reference checks on short list of PS firms</u>	4	<u>Doug Beaven</u>	Retrospective Review	completed	-2w
○ <u>Ask clients about our perceived competencies</u>	5	<u>Doug Beaven</u>	Requirements Gathering	not started	1d
○ <u>Eclipse competition with our e-comm capability</u>	5	<u>Doug Beaven</u>	-	not started	-
○ <u>Expand business with most profitable customers</u>	3	<u>Doug Beaven</u>	Analysis/Assessment	not started	16w
○ <u>Find new company or spin off threats</u>	5	<u>Doug Beaven</u>	Implement	not started	9w

FIG. 21

Goals

Plan
Administer

Show Columns for: ☒ Status

[Select]
☒

[Select]
☒

- Hierarchy
- Select Domain
- Top Goals
- All Goals
- Alerts
- Search
- New Goal

	Risk	Owner	Stage	Status	Due
products for	4	<u>Mike Jones</u>	Requirements Gathering	needs attention	33w
ive moves around the Internet	3	<u>Doug Beaven</u>	Analysis/Assessment	needs attention	7w
● Reduce Breakeven on New Business	4	<u>Doug Beaven</u>	Implement	needs attention	7w
● Develop an RFP for professional services support	4	<u>Joe Smith</u>	Retrospective Review	completed	-4w
● Perform reference checks on short list of PS firms	4	<u>Doug Beaven</u>	Retrospective Review	completed	-2w
○ Ask clients about our perceived competencies	5	<u>Doug Beaven</u>	Requirements Gathering	not started	1d
○ Eclipse competition with our e-comm capability	5	<u>Doug Beaven</u>	-	not started	-
○ Expand business with most profitable customers	3	<u>Doug Beaven</u>	Analysis/Assessment	not started	16w
○ Find new company or spin off threats	5	<u>Doug Beaven</u>	Implement	not started	9w
○ Increase our technology R&D	5	<u>Joe Smith</u>	Prototype	not started	33w

FIG. 22

Goals

Plan
Administer

[Select]

View Contributing Goals

Show Columns for: Domain

Expand business with most profitable customers	Cost	Payback	Priority	Due
Customers				
Relationships				
Deepen relationships with high net worth clients	750,000	5,000,000	5	5w
Products				
Have profitable products for every segment	75,000	250,000	5	33w
Top Goal Total:	\$825,000.00	\$5,250,000.00		

FIG. 23

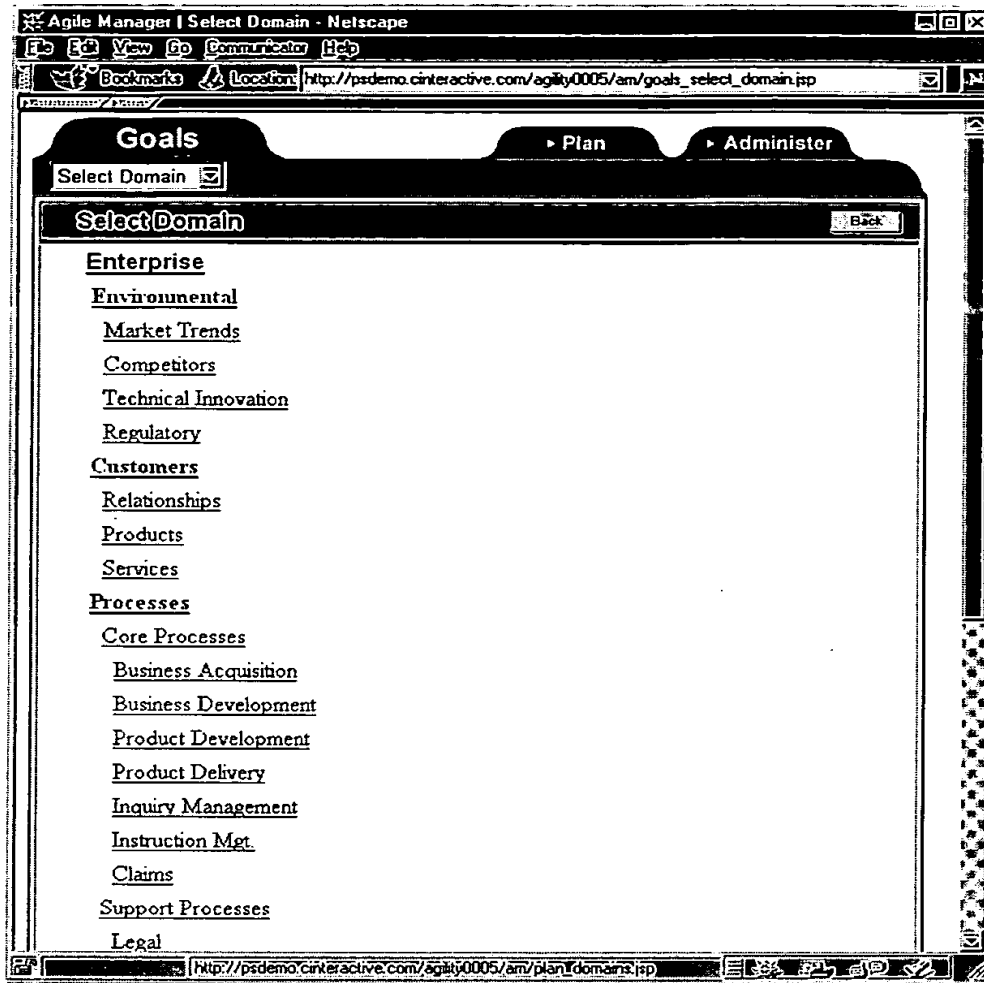


FIG. 24

00312740:051450

Plan		Goals		Administer	
Domains with Goals		<input checked="" type="checkbox"/>			
Domain Selection					
Relationships		<input checked="" type="checkbox"/> Depth <input checked="" type="checkbox"/>			
Relationships	<ul style="list-style-type: none">▪ <u>Ask clients about our perceived competencies</u>▪ <u>Deepen relationships with high net worth clients</u>▪ <u>Understand recent competitive wins</u>▪ <u>build the franchise around customer satisfaction</u>			New Goal	

FIG. 25

09312740-05449
664750-0422E60

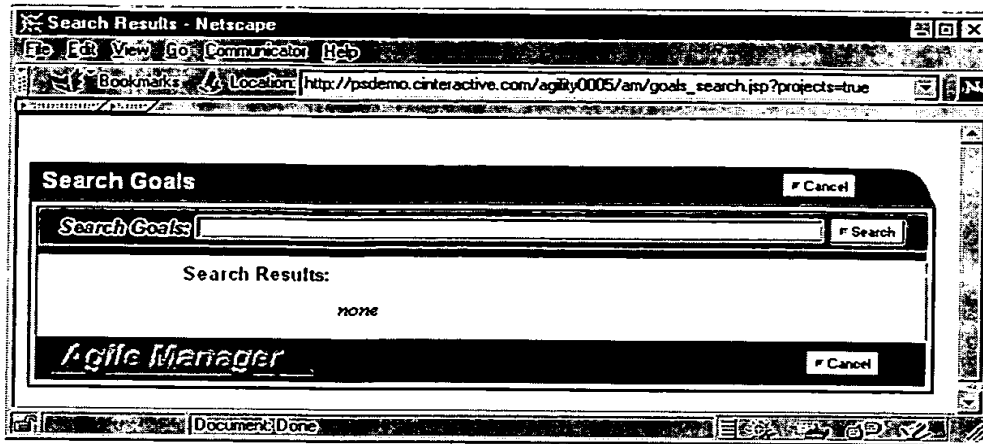


FIG. 26

064750-04/27E60

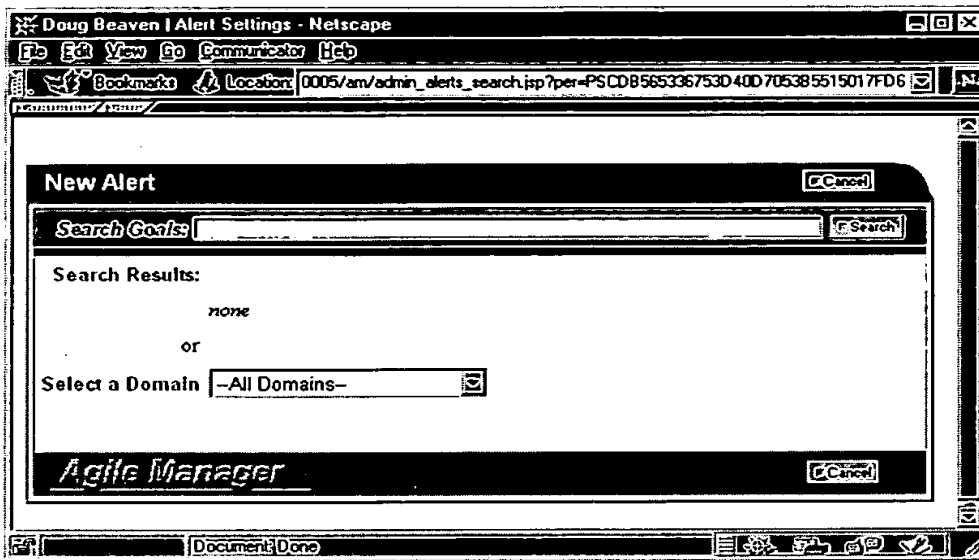


FIG. 27

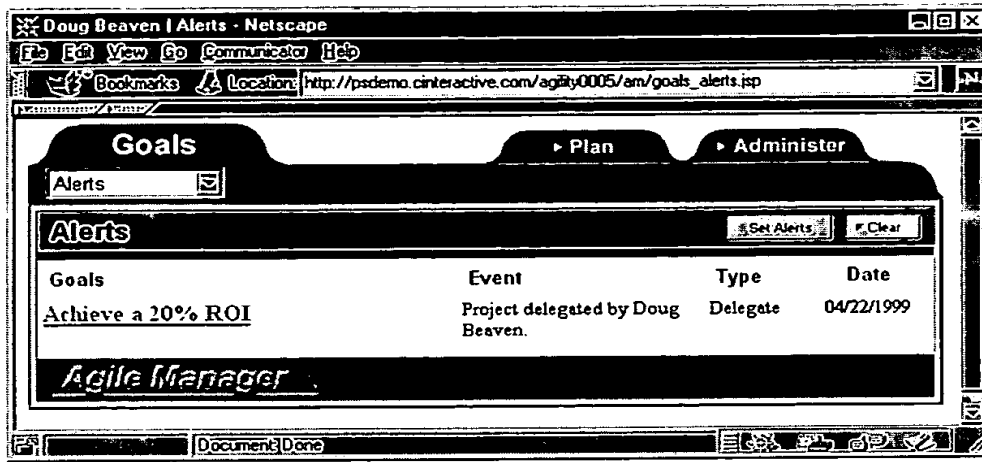


FIG. 28

00312740-051409
664150-0422E60

Expand business with most profitable customers | Control Panel - Netscape

File Edit View Go Communicator Help

Bookmarks Location: am/agility0005/am/act_control.jsp?proj=PSCD8565336755E10072391DBEA017F30

Act ▶ Goals ▶ Plan ▶ Administer

Control Panel ☒

Expand business with most profitable customers

Access Control	None	Read	Edit	Own
Everybody	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Group - <input type="checkbox"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Group - <input type="checkbox"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Agile Manager

http://psdemo.cinteractive.com/agility0005/am/edmen1profile.jsp

FIG. 29

004450-0422E60

Edit Achieve a 20% ROI - Netscape

File Edit View Go Communicator Help

Bookmarks Location /agility0005/en/acl_summary_edit.jsp?proj=PC08565336755E1007233108EA017F50

Edit Summary

Achieve a 20% ROI

Goal Name
Achieve a 20% ROI

Goal Objective
Ensure that the revenue and profit contribution is significant enough to return to the Company and investors an ROI of 20% or greater.

Domain: Economics

Status: off track

Due Date: 12/31/99

Actual Goal: 7

Desired Goal: 10

Priority: 5

Risk: 4

Stage: Implement

Investment: 250000.0

Return: 1250000.0

Agile Manager

Document Done

FIG. 30

09312740 "04/2/2000"

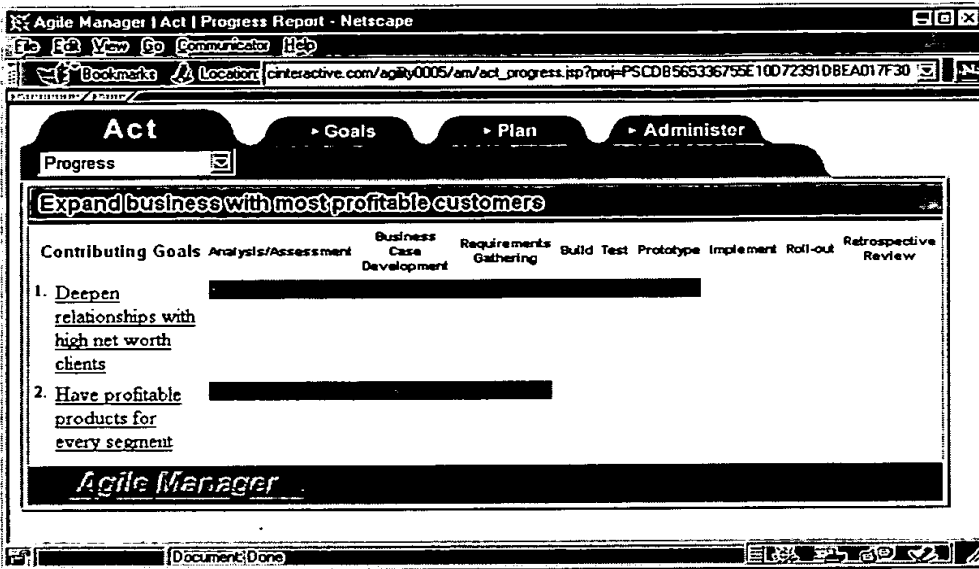


FIG. 31

06hT50"04ZETE60

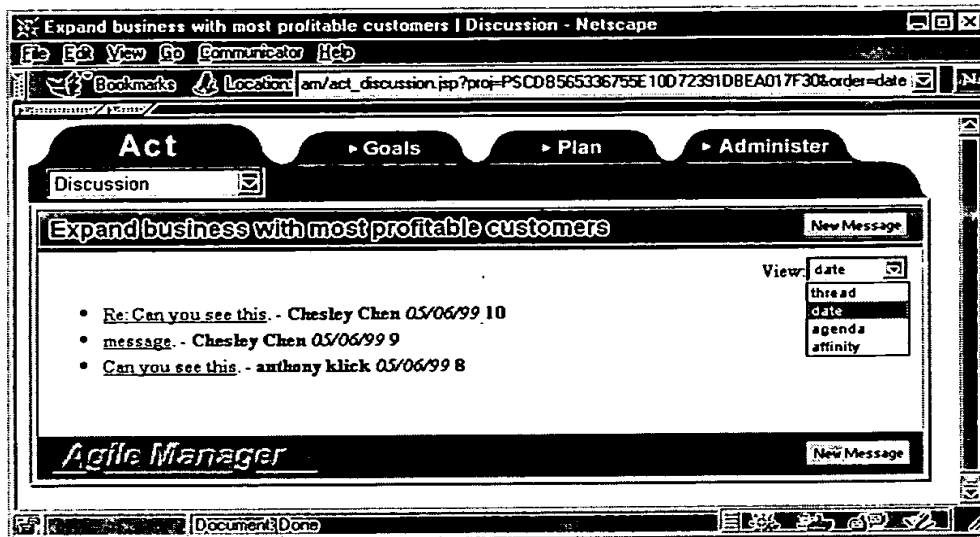


FIG. 32

00212740-051400

Achieve a 20% ROI - Discussion - Netscape

File Edit View Go Communicator Help

Bookmarks Location 5/am/act_discussion_create.jsp?prop=PSCD8565336755E10D72391D8EA017F50

Post a New Discussion Message [Cancel]

Achieve a 20% ROI

Subject [] [Submit]

Message []

On the Agenda? ☒ Affinity Group: [-Selected Group-] [v]
Priority: 3 [v] or, New Group: []

[Clear] [Submit]

Agile Manager [Cancel]

Document Done

FIG. 33

002740 04/27/00

Achieve a 20% ROI | Links | Edit - Netscape

File Edit View Go Communicator Help

Bookmarks Location 36755E10072391DBEA017F50&link=PSCD856533674E880D726DD00C9017EB6

Edit your link Cancel

Achieve a 20% ROI

Edit your link Information Delete Submit

Edit Link Name

Edit Link URL

Or, upload a File:
 Browse...

Edit Link Description

Submit

Agile Manager Cancel

[Document: Done]

FIG. 34

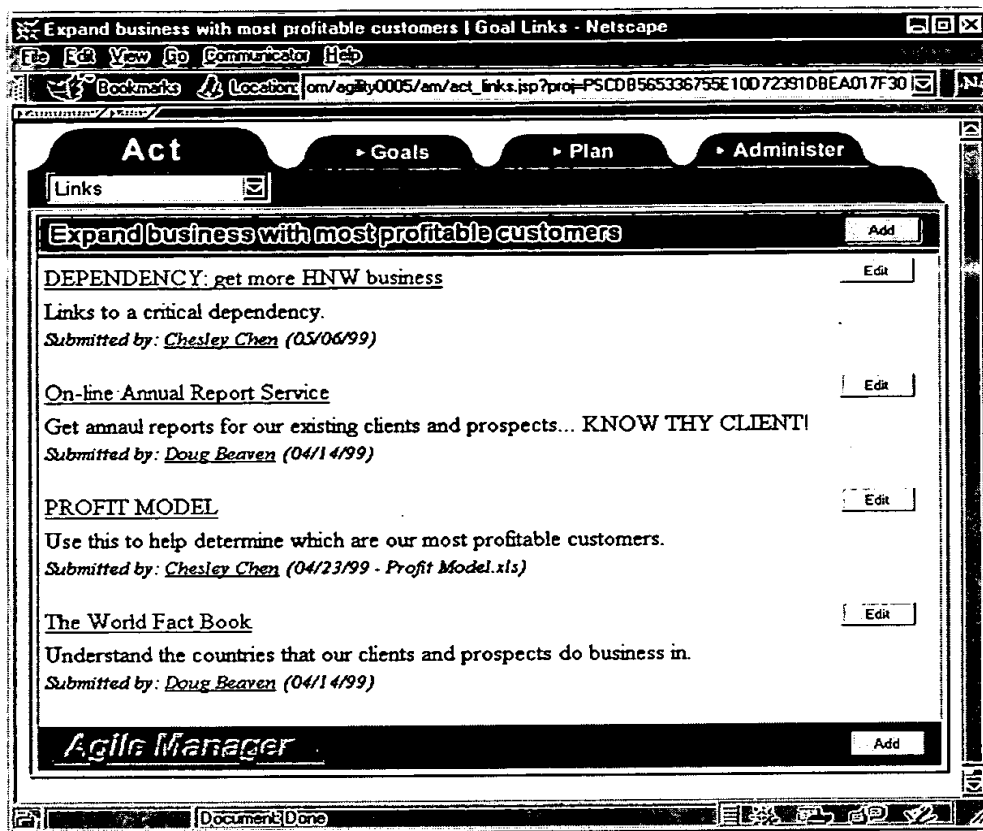


FIG. 35

EMPLOYEES ARE TREATED LIKE OWNERS

EMPLOYEES ARE TREATED LIKE AND COMPENSATED IN A MANNER REFLECTIVE OF OWNERSHIP RATHER THAN SERVITUDE.

"Employees [must] trust the company and believe changes are in their best interests." - Donald K. Clifford and Richard E. Cavanagh, *The Winning Performance*

Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree	No Response
-------------------	----------	-------------------	---------	----------------	-------	----------------	-------------

High Performance Traits:

- Relish change
- High inertia
- Clear strategy
- Customer driven
- Act like owners
- Treated like owners
- Forward risk taking
- Based decisions
- Value based decisions
- Effective systems
- Open to new ideas
- Adapt
- Process changes
- Constant improvement
- Fluid boundaries
- Teamwork
- Anti-bureaucracy
- Know business drivers
- Make alliances
- Focused clearly
- Industry trends & challenges
- Basic Information
- Feedback

1. Managers in this company respect the rights of employees and treat them with dignity and respect.	0	0	0	0	0	0	0	0
2. Job objectives are aligned with the overall corporate vision.	0	0	0	0	0	0	0	0
3. Performance information is shared with employees so they stay focused on results.	0	0	0	0	0	0	0	0
4. Compensation and reward structures are aligned with company and/or unit performance.	0	0	0	0	0	0	0	0

F16.36

00312740-05490

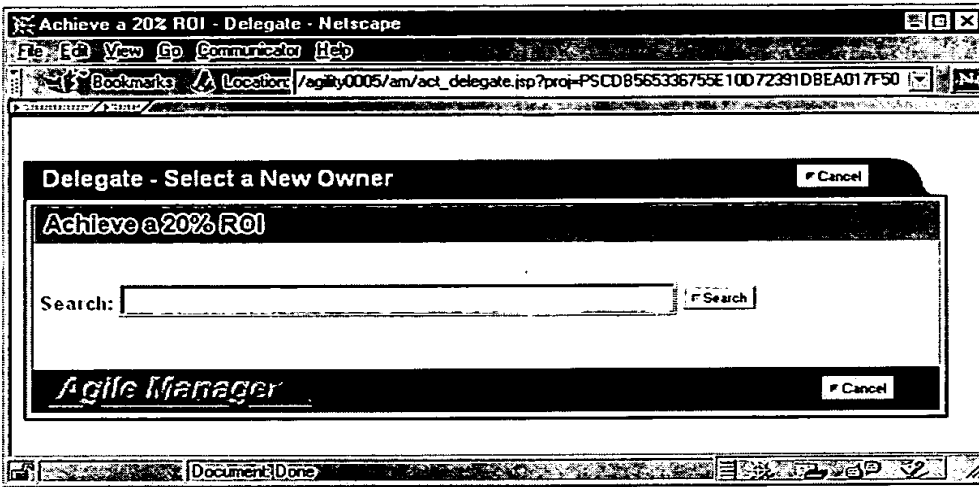


FIG. 36A

Act	► Goals	► Plan	► Administer
Briefing <input checked="" type="checkbox"/>			
Deepen relationships with high net worth clients			
<u>Expand business with most profitable customers</u>			
Cross sell and up sell our products to our existing client base from a position of strength.			
<u>DEPENDENCY: get more HNW business</u>			
Links to a critical dependency. (05/06/99)			
<u>On-line Annual Report Service</u>			
Get annaul reports for our existing clients and prospects... KNOW THY CLIENT! (04/14/99)			
<u>PROFIT MODEL</u>			
Use this to help determine which are our most profitable customers. (04/23/99 - Profit Model.xls)			
<u>The World Fact Book</u>			
Understand the countries that our clients and prospects do business in. (04/14/99)			
<u>Top Notch Marketing Firm</u>			
Link to marketing 1to1 (05/12/99)			

FIG. 37

Expand business with most profitable customers | Briefing - Netscape

File Edit View Go Communicator Help

Bookmarks Location /agility0005/am/act_briefing.jsp?proj=PSCDB565336755E10D72391D8EA017F30

Act Goals Plan Administer

Briefing

Expand business with most profitable customers

Expand business with most profitable customers

Cross sell and up sell our products to our existing client base from a position of strength.

DEPENDENCY: get more HNW business

Links to a critical dependency. (05/06/99)

On-line Annual Report Service

Get annaul reports for our existing clients and prospects... KNOW THY CLIENT! (04/14/99)

PROFIT MODEL

Use this to help determine which are our most profitable customers. (04/23/99 - Profit Model.xls)

The World Fact Book

Understand the countries that our clients and prospects do business in. (04/14/99)

Agile Manager

Document Done

FIG. 38

00312740-051460
664T50-0422E60

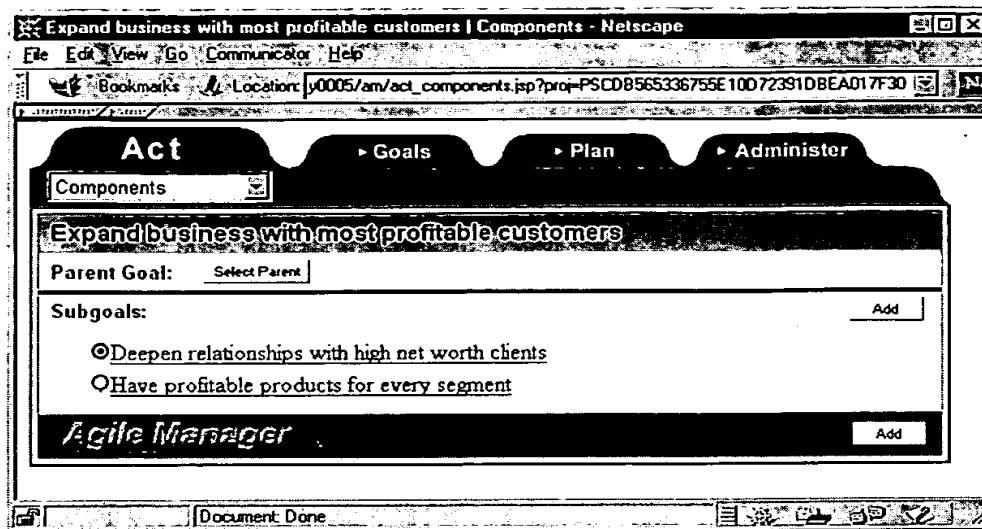


FIG. 39

0034740-0427E60

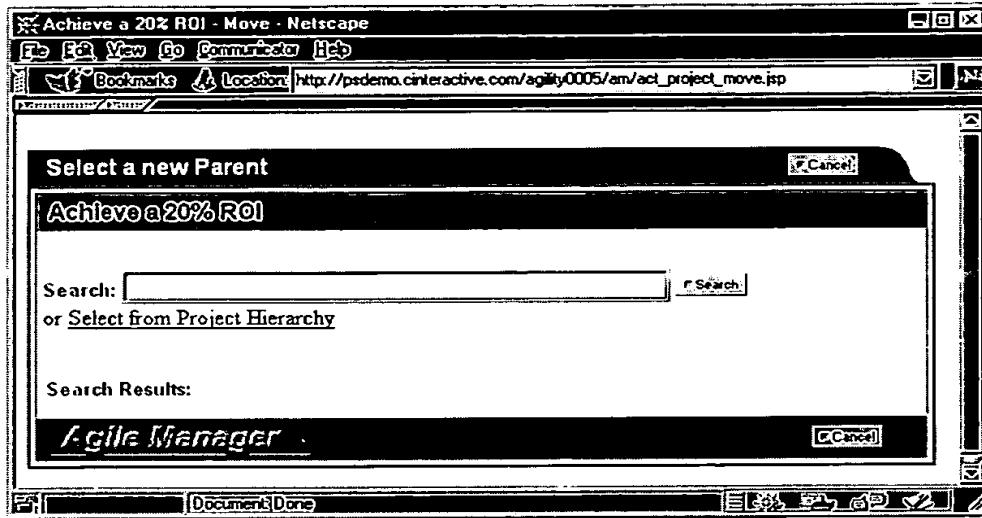


FIG. 40

00312740-051499

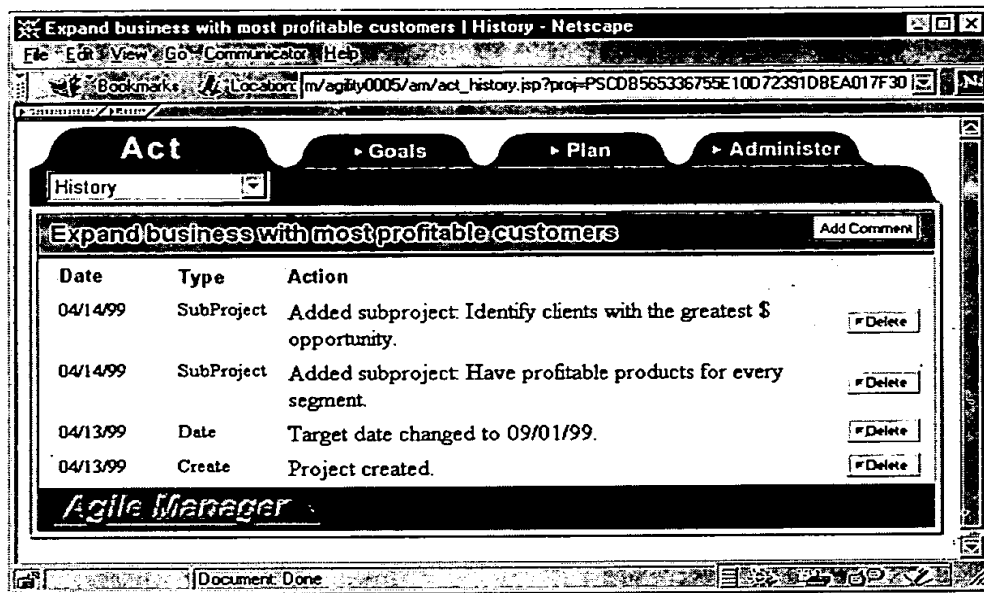


FIG. 41